

# TIME MANAGEMENT



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**“Before we begin our Time Management Seminar, did everyone get one of these 36-hour wrist watches?”**

# TIME IS MONEY

- You can make money; you can't make time.
- An inch of gold cannot buy an inch of time (Chinese proverb).

# WHY TIME MANAGEMENT ?

- To utilise the available time in optimum manner to achieve one's personal and professional goals.

# TIME FOR EVERYTHING

- Take time to work, it is the price of success
- Take time to think, it is the source of power
- Take time to play, it is the source of youth
- Take time to read, it is the source of wisdom
- Take time to love, it is the privilege of Gods
- Take time to serve, it is the purpose of life
- Take time to laugh, it is the music of soul

# HOW TO LIVE ON TWENTY- FOUR HOURS A DAY

- Arnold Bennett's book published in 1907.
- Henry Ford gave 500 copies of the book to his managers.
- President of another American motor company issued 18000 copies – one to each employee.

# TIME AWARENESS – TIME TRACKING

- Peter Drucker : “Make sure you know where your time goes.”
- Don’t depend on memory. Keep a time log.
- See that your time is spend as per your priorities or your core responsibilities.

# MANAGERS TIME

- Planning is key managerial function but research shows that less than 5% of management time goes on planning.
- Pareto Principle : Twenty percent of your time will produce 80% of your productive output. Can you afford not to manage at least that 20% ?
- Parkinson's Law : Work expands to fill the time available for it. Beware !



# TIME MANAGEMENT MATRIX- CLASSIFICATION OF ACTIVITIES

URGENCY/ IMPORTANCE	URGENT	NOT URGENT
IMPORTANT	1	2
NOT IMPORTANT	3	4

# EFFICIENCY vs EFFECTIVENESS

- Often worst performers are those who seem to be working hardest and longest. They are very busy but not necessarily **effective**.

# COMMON TIME MANAGEMENT PROBLEMS : PROCRASTINATION

- Procrastination : Putting off the doing of something intentionally and habitually.
- If you suspect yourself; ask yourself – why am I putting this off?. If there is no reason. Do it. Do not confuse reason with excuse.
- PROCRASTINATION(DELEY) is world's number one time waster. Banish it from your life. There is no time like present to do any work.

# COMMON TIME MANAGEMENT PROBLEMS : POOR DELEGATION

- Do not spend time on a work that can be done ,to a satisfactory level, by your subordinate.
- Delegation saves your time and develops subordinates
- Delegation improves results by making fuller use of resources
- Delegation implies transferring initiative and authority to another

# THE ART OF DELEGATION

- Delegation begins with a deep sense of the value and limits of your time.
- Managers often complain that they are running out of time when their subordinates are running out of work.
- Delegating the more routine or predictable part of ones job is only the first step.
- Delegation is not abdication. Some degree of control needs to be maintained.

# DIFFICULTIES IN DELEGATION

- It's risky.
  - We enjoy doing things.
  - We don't sit & think.
  - It's a slow process.
  - Like to be “top of everything”.
  - Will subordinate outstrip us?
  - Nobody can do it as well as I can.
- Delegation is a great motivator. It enriches jobs, improves performance & raises morale of staff.

# COMMON TIME MANAGEMENT PROBLEMS

## OFFICE MIS-MANAGEMENT

- Develop an efficient system of office working.
- Muddle makes work and wastes time. Strive for good order in your office.
- Utilise all resources fully.
- Handle telephone properly. Don't let it become a nuisance.
- To the extent possible, handle a piece of paper only once.

# TIME EFFECTIVENESS IN OFFICES

- Time can be wasted imperceptibly if your work area is not organised well. Your desk should be clear of all paper except the specific job on hand. It invites you to think about one thing at a time. Concentration is a great time saver.
- Paper work : Recommended principle is “to handle each piece of paper only once.”
- Sort papers under : FOR ACTION/  
FOR INFORMATION/      FOR READING/  
FOR WASTE PAPER
- BOTTOM DRAWER



## EFFECTIVE WRITING

- Clarity, simplicity and conciseness are essentials of good writing.
- Think, List and then Arrange.
- Do not cover too many subjects in one letter.
- Strive to write one page letters. These are more digestible.

# MAKE THE TELEPHONE WORK FOR YOU

- Telephone is a great time-saving tool in right hands.
- Plan your calls.
- Set aside a period of time for making and if possible, receiving calls
- Timing for each call.

# HOW TO CONTROL INTERRUPTIONS

- Set a time limit and stick to it.
- Set the stage in advance : You are very busy with a deadline in light.
- With casual droppers-in, remain standing.
- Meet in other person's office.
- Get visitors to the point.
- Be ruthless with time but gracious with people.
- Have a clock available .
- Use a call-back system for telephone calls.

# YOUR PROFESSIONAL ASSISTANT

- Transform your PA/Secretary into Professional Assistant .
- Your PA can help you save time by
  - Keeping unwanted callers at bay – by diverting them to appropriate person.
  - Minimizing interruptions; can arrange interviews suitably.
  - Dealing with routine correspondence.

# COMMON TIME MANAGEMENT

## PROBLEMS : MEETINGS

- Meetings are potential time wasters.
- Meetings are necessary evil; distractions from one's regular work.
- Try to say 'No' to a meeting where you are not required.
- Agenda should be definite. Every one should receive the agenda and relevant papers well in advance.
- There should be a finishing time for meeting.

# DOs/ DON'Ts FOR BOSS/CHAIRPERSON/ADMINISTRATOR

- Do not call a meeting unless it is necessary
- Do not call a meeting if the task can be handled by a call or by a small group through formal/ informal discussion
- Meetings are not required to:
  - ‘Boss around’ or give ‘messages’
  - Socialise
  - Rubber stamp decisions
  - Pass on information
  - Promote private or hidden agenda
  - Continue the habit

# DOs/DON'Ts FOR BOSS/CHAIRPERSON/ADMINISTRATOR

- Call only those who are involved
- Have a written agenda and circulate to all along with supporting papers
- Do not over-pack the agenda
- Agenda should not have 'Any other item'
- Start on time
- Stick to agenda
- Beware of 'Hijackers'

## DOs/DON'Ts FOR PARTICIPANTS

- Come prepared (with facts and figures)
- Come on time
- Talk to the point. Do not try to divert the discussion
- Do not try to hijack the meeting



## BOSS-IMPOSED TIME

- Time spent doing things we would not be doing if we did not have bosses.
- Keeping bosses satisfied takes time, but dealing with dissatisfied bosses takes even more time.
- Failing to invest sufficient time to satisfy bosses always results in more & more boss-imposed time. With lesser time for others.

## ROLE OF BOSS:BOSS MUST REALISE THAT-

- The time of the subordinate is also important for the organisation.
- The tasks monitored by you are only part of duties of subordinate.
- If subordinate is hard pressed for time the quality of output is bound to suffer.
- System improvements are essential responsibilities of bosses-particularly those which reduce time being spend on unimportant/ unnecessary activities
- You can do only one persons work.
- Perfection, at times, becomes counterproductive.

## ROLE OF SUBORDINATE

- Realise that Boss has a wider vision
- Devote time as per organisational objectives and your goals
- Go to Boss after doing your home work
- Manage the problems which can be tackled at your level

## PLANNING THE DAY

- Prepare a list of priorities for the day based on urgency and importance.
- Get the timing right.
- Morning is the time for hard work.
- Interesting work, meetings and social events can take place in off-peak time.
- Have work-breaks to overcome fatigue.
- Living 100% in the present improves your work output.

## OTHER TIME SAVERS

- Concentration, Avoid interruptions
- Use of committed time
- Good Health
- Do not let your subordinate come to you with problems unless they bring their proposed solutions.

# PROBLEMS OF OVERWORKED MANAGER

- Why some managers are typically running out of time while their staff is running out of work.
  - They pick up staff's job. They enjoy & are good at it.
  - They try to do things efficiently which are not worth doing at first place. Efficiency Vs Effectiveness.
- It can be explained by '*Monkey-on-the-back*' analogy. Monkey is 'next move' or problem or opportunity that comes to us.

# WHAT IS A MONKEY?



- A monkey is a next move or an opportunity, or problem which comes to us.
- ‘Monkey Management’ helps to transform from a manager under time pressure to an effective one.

# MONKEY-ON-THE-BACK

- Some ‘Monkeys’ belong to us. However, greatest proportion belongs to subordinates.
- Once we pick up ‘Monkeys’ from subordinates they get message that we want Monkeys.
- By allowing ‘Monkey’ from your subordinates on to your back you volunteered for two things:
  - Accepted responsibility for the problem from him.
  - Promised him a progress report.
- Now he will pressurise you to do what actually is his job.



## MONKEY-ON-THE-BACK

- Sometimes colleagues also try to pass on their monkeys.
- Many Bosses are in habit of passing their monkeys to subordinates.
- This snowballs to upward, sideward & downward leaping ‘Monkeys’. These take our all available time with no time to work on our own ‘Monkeys’.
- So be careful. Do not accept others monkeys.

# RECAP

- Yesterday is a cancelled cheque, Tomorrow is a promisory note, Today is ready cash. Use it.
- When feasible, delegate.
- Don't let paperwork pile up.
- Do not postpone work.
- Identify your time waster and resolve to eliminate them.
- Add times for relaxation and recreation in your schedule.

# RECAP

- Identify and make use of “up” and “down” time.
- Learn to say “NO.” It is not a crime.
- Make use of committed time – travel time, waiting time etc.
- Plan the day.
- Set goals and work towards achieving them.
- Keep the Boss happy.

THANK YOU